

14 January 1972

MEMORANDUM FOR: Director of Personnel
THROUGH : Deputy Director for Support
SUBJECT : Executive Development Plan
REFERENCE : Memo to ExDir from D/Pers dtd 6 Jan 72,
Same Subject

1. I approve your recommendation that we not reply directly to Mr. Hampton's letter at this time. I also believe you are accurate in your judgment that it is not necessary to publish an internal policy statement, since our basic regulations adequately cover the subject. We should focus on the progress reports due in April and September 1972.

2. In this regard, I feel that your resume of how well we are implementing our policy is somewhat rosier than justified. I would comment as follows:

a. A high level of organizational commitment

We have a policy, but we do not seem to have much of a mechanism to assure its implementation. The EMRE can only be reflected in the Deputies Meeting if we consciously include executive development as a regular agenda item. We certainly have a Director of Personnel whose responsibilities are in line with the EMMO. I would hope that in the coming weeks we might develop a system of reports from the Director of Personnel (EMMO) as to the ways in which executive development is actually taking place in the Agency, breaking this down into the various directorates to demonstrate novel approaches, shortfalls, etc. These could be submitted to and discussed in the Deputies Meeting.

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b. Development plans

I agree with your positive statement of our responsiveness to this goal, as well as your disinclination to develop detailed individual development plans. It might be well, however, to have the various elements of the Agency, at least the directorates if not the offices, work up simple articulations of their plans to develop future executive management from among their available personnel. This might stir some interest in preparing, not merely selecting, such personnel.

c. Mobility

I rather question your statement of this, as I believe our compartmentation problems, as well as our differences in discipline, lead to very little real rotation (despite statistical accomplishment through the movement of DD/S personnel into DD/P and DD/S&T, plus some movements into and out of Training). There are real problems involved in this goal for CIA, but I think we have made some progress, largely through such vehicles as the Midcareer Course and the Senior Seminar. This might be further discussed, however, to see if we could improve our approach on this point.

d. Training

As we discussed on 11 January, I am less entranced by the external programs for management training than I am with the need for a more focused effort internally on leadership and management training. I think we have more to do on this than you have indicated, despite our considerable accomplishments in the training field generally.

e. Program evaluation

I agree that we have the vehicles here, and in many respects they are working. I wonder whether they are working in terms of development of greater skill as well as

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they are working in terms of selection of personnel for promotion and other desiderata. This boils down to whether we have developed the right kinds of standards and the tools for their enforcement. We discussed this on January 11th, and I am looking forward to further discussion of ways we can improve the contribution training makes to CIA as an institution rather than merely to the individuals who happen to attend the courses.

3. Please don't take the above as critical. An enormous amount has been done. It's just that the road is long, and there is still a long way to go. Let us integrate your comments on this into the review we initiated on 11 January and include what we can in the April progress report.

WEC

W. E. Colby
Executive Director-Comptroller

Attachment:
Reference

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